

*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Management Officer

DATE: 13 October 1953

FROM :

SUBJECT: Questions posed by your memorandum of 7 October 1953 re  
Follow-up of [REDACTED] Report of 3 April 1953

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The following comments are believed pertinent at this time

## Question No. 1.

25X1A No publication has been promulgated defining the mission, authority and functions of O&M Service since April other than the brief statement of overall Comptroller functions in [REDACTED] 20 March 1953. Therefore no change or clarification is evident.

## Question No. 2.

The Area Management Officer concept has notably increased the effectiveness of O&M. Further improvement is possible, however, if the plan for rotation of personnel between areas is given further consideration. Compartmentation of management areas can result in lack of knowledge and consideration of mutual problems.

## Question No. 3.

There has been no reaction outside O&M to the Management Board. Since knowledge of its existence has not been promulgated by official publication, it is difficult to disseminate and promote knowledge of it.

## Question No. 4.

The Management Brochure as originally drawn up was looked upon unfavorably because of its "sales promotion approach". It is believed that a well-founded, comprehensive regulation on management improvement and management services would meet with acceptance by the DD/CI.

## Question No. 5.

The Intern Plan was never implemented to the extent of the contemplated assignment of twelve trainees. It is believed that the experience with the one trainee is indicative of the contribution possible under such a program. The assignment of trainees to the DD/P area Management Officer is desirable and recommended.

## Question No. 6.

The conclusion is not fully sound. The provision of "advice and assistance" will get some acceptance, but management, to achieve its full purpose, should serve as the right arm of the executive level, should be dispatched as often as invited, and is entitled to the recourse of being objectively heard and supported in its findings.

Question No. 7.

It is believed that Customer relations have been definitely strengthened in the DD/P Area, as evidenced by the number of projects received, the acceptance of recommendations and the overseas request.

Question No. 8.

It is highly desirable and urged that the Management and administrative control functions be merged. The O&M Office should be given responsibility and authority in the functions of forms control, Regulations and Publications control, T/O and manpower controls and records management.

These functions would strengthen management in terms of permitting it to more properly perform its mission. Observations over the last year in the DD/P Area indicate the need for a more intensive application and use of these factors in management work.

Question No. 9.

It is not believed that organizational location alone is a measure of the effectiveness of the O&M activities. With appropriate published regulations on Management improvement activities, with a consolidation of the functions indicated in Question 8 above, and with the acceptance, participation and backing of top level Agency officials, the full effectiveness of management can be achieved.

Question No. 10.

The change of name from O&M to "Management Staff" would be definitely desirable, and should be made at such time as additional functions are accrued and regulations written.

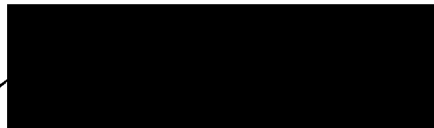
GENERAL

1. The apparent lack of a program or programs has, no doubt, contributed to the present stature of the O&M Office. It is firmly believed that a great deal can and should be accomplished by the development and publishing of regulations, instructions and notices on both the factors of management control and management improvement techniques. Unless the operating level is given an opportunity to learn how to apply sound management principles, O&M has not fulfilled its full mission, and the "advice and

assistance" approach will continue to be a "fire fighting" approach.

2. Pending consideration and action on the matters outlined in answers to the ten questions posed, it is recommended that the Management Board consider at its next meeting, the initiation of proposed regulations in the following and other subjects:

- a. Work measurement
- b. Work Simplification
- c. T/O development and Processing
- d. Functions of Management Staff and Services Available
- e. Office Systems and Equipment
- f. Management and Staff Study Reports



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Assistant Management Officer